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A Proposed Sales Training Manual: Olin Mathieson Chemical Corporation Bag Sales Department

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A PROPOSED SALES TRAINING MANUAL
OLIN MATHIESON CHEMICAL CORPORATION
BAG SALES DEPARTMENT

by

Verlyn Ronald Roskam

A Thesis Submitted to the Faculty of the Institute of Social and
Industrial Relations of Loyola University in Partial Ful-
fillment of the Requirements for the Degree of
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LIFE

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CHAPTER I

GENERAL INFORMATION

STATEMENT OF THE PURPOSE OF THE MANUAL

As of this writing the Olin Mathieson Chemical Corporation, Frostkraft Division, Bag Sales Department, does not have a formal written sales training manual. Management is aware of this fact and feels that the training given to the sales trainee at the Paper Mill could be improved. It is the desire of the Bag Sales Manager that a sales training manual be written and distributed to all personnel concerned. This manual would contain not only the training to be given the individual, but also would cover the tools to be used by the interviewer, the steps to be taken in selecting the trainee, and the method of evaluating the trainee as well as the standards required. This manual would be a common guide for all executives doing recruiting whether they be in New York City or Dallas, Texas. It would assure management that all trainees would not only receive the same type of training, but they also would be evaluated in a similar manner.

Management feels that a manual of this type is definitely needed not only for the individuals doing the interviewing, but

also for all personnel who would participate in any way in the training program. The author has developed a program designated to give the tools necessary to do this assignment competently.

HISTORY OF THE BAG SALES DEPARTMENT

In the spring of 1956 the Olin Mathieson Chemical Corporation, whose corporate offices are located in New York City, completed negotiations for the purchase of the tangible and intangible assets of the Brown Paper Company and the Negley Bag Company both located in West Monroe, Louisiana. In obtaining these assets it acquired approximately five hundred thousand acres of timberland and a paper mill that has the facilities to produce kraft paper and different types of corrugated board used in containers.

After the negotiations were completed, these companies were completely reorganized into a combination later known as the Frostkraft Division of Olin Mathieson Chemical Corporation. The Frostkraft Division was divided into two separate departments known as the Corrugated Department and the Bag Sales Department. Other departments were set up at a later date, but for the purpose of this paper will not be considered. It is for the Bag Sales Department that this manual was written.

A number of changes in policy and personnel frequently take

place when new management assumes control of a firm. The Brown Paper Company had members of their sales force who had been with them from five to twenty years. These men were selling as manufacturers representatives solely on a commission basis. As a result of operating in this manner there had been a relatively low turn-over of sales personnel because of the high commissions earned.

In view of the low turn-over there was no need for immediate action as far as the sales training program was concerned. As time progressed, some of the sales personnel reached retirement age, while others, because of a change in policy from selling on a commission basis to straight salary, left Olin Mathieson's employment. Management now feels that a formal sales training manual should be prepared for the use of all concerned. This manual will enable the future sales trainee to know exactly what is expected of him from the first day with the company until he has completed the program and is assigned his territory.

METHOD OF GATHERING INFORMATION

Information on sales training programs of other firms in the paper industry was gathered by interviewing members of their management. The firms interviewed were the International Paper Company, Union Bag Company, Bemis Bag Company, Gilman Paper

Company, and the St. Regis Paper Company. These firms will account for over 60% of the production in the paper industry in 1960.

In addition opinions and information were gathered from different members of management in the Frostkraft Division of Olin Mathieson. The author would like to point out that this paper does not agree with all of the opinions expressed by Olin's Management.

A survey which will be discussed later in this chapter was also sent out to the sales representatives. Many different opinions of length and thoroughness of the program were expressed. All of their recommendations were considered and as many ideas were used as the author thought practical.

Material listed in the bibliography was also studied and used where applicable.

THE SURVEY

In order to get a complete and well rounded opinion about the length of the program, a proposed outline was sent to the twenty-two salesmen of the Bag Sales Department requesting their comments. Of the twenty-two questionnaires sent out, twenty of them were returned with comments. See Table I, Page 44.

In reply to the question, "How long do you feel that the

sales training program should last?", the summary of opinions is shown in Table II, Page 48.

Ten of them indicated a program of less than twenty-six weeks, while the remaining ten indicated a need of twenty-six weeks or longer. It should be noticed that there were three individuals who felt that the program should be twelve weeks in length and four persons who felt it should be twenty-six weeks long.

These opinions are in contrast to the practices of some large corporations where the management feels that a lengthy sales training program is needed before putting a man on the road. For example, the International Paper Company puts a trainee through a two-year program before assignment. After this time he is assigned as a junior salesman and then given a few accounts on which to work under supervision of a more experienced salesman.

A program such as that may have certain advantages as far as product knowledge and company organization are concerned, but it also has definite disadvantages. This is spelled out in the following quotation:

Likely young men are chosen upon their graduation from college as candidates for the sales force. They are first put into a factory and shifted from one department to another from a year to a year and one half. They are then brought into the sales office to answer customer correspondence for six months to a year. By this time they have increased in salary and they were sent out for the first time

to make calls with another salesman.

It happens that I followed the career of two classes in this training course and here is what I found. Not one of the really hot potential salesmen in either class was still with the company at the end of the second and third year of the training course. The good ones, being salesmen by nature and inclination, had quit to seek a quicker chance to exercise their bent.

Those who stayed are today ordinary pluggert type of order takers. The ones who quit are sales managers with other companies or high paid specialty salesmen. On the average they are doing about twice as well as those who stayed. Perhaps this company wants the pluggert types of salesmen. I can't afford them on my sales force.¹

SALES REPRESENTATIVES COMMENTS AND RECOMMENDATIONS

The sales representatives made no recommendations as far as changes in content of the outline were concerned. The suggestions given, as to what should be added to the manual, are listed below:

1. What type of bag packing equipment is available?
Sewing machines? Conveyor equipment?
2. Who are the other bag manufacturing companies? What are their strong and weak points.
3. How is a complaint handled?
4. Who manufactures bag making equipment?

A discussion of these questions will be found in Chapter IV.

¹Mitchell, D. G. "Five Fundamentals for Successful Selling", National Industrial Board Conference, Study Number Three, (December 1944) p.12.

Beginning with Chapter II the material covered is the actual Sales Training Manual. The manual will be Chapters II, III, IV, and V. This is what the author proposes to present to the Management of the Bag Sales Division.

CHAPTER II

SELECTION OF THE TRAINEE

It is of primary importance that any Olin Mathieson employee who participates in the selection of future sales trainees understands clearly what kind of a man is needed to maintain a successful sales organization. This selection will require the highest degree of executive judgment. The effectiveness of a sales force suffers if hiring is done hastily and without discrimination. Each failure to hire the correct individual will cost Olin Mathieson thousands of dollars. The corporation cannot afford such failures.

The author would like to emphasize that the material written in this chapter should be used as a guide and not a Bible as far as trainee selection is concerned. Science is in the formative stages in understanding the human mind and motivation. Standards and methods are constantly changing. What is true today could easily be outmoded tomorrow.

STANDARDS

In order effectively to recruit a sales trainee a definite

set of standards must be established. Listed below are a few of the characteristics desired by management.

1. Appearance

The candidate must appear well groomed and well dressed. He should give the appearance of having confidence in himself and yet not over-confident.

2. 2. Age

The candidate should be in his twenties or early thirties. Under special conditions exceptions will be made, but the above may be used as a general rule.

3. Education

The majority of the individuals being hired for the Bag Sales Department are college graduates. A college degree is not mandatory, but the candidate should have been in the upper half of his class scholastically.

4. Physical Condition

All sales trainees must be in good physical condition. The requirements of extensive travel and long hours could easily be too much for anyone other than those who are physically fit. Passing a physical examination by a physician designated by management is conditional to hiring of new personnel.

5. Character

A high standard of character is a prime requirement for any Olin Mathieson sales representative. A man who is representing such a firm, must be dependable at all times. Character traits will be dealt with more extensively later in this chapter under the subject of Rating Forms.

6. Motivation

All other factors being equal, motivation is probably the most difficult to judge. True motivation may be disguised and only the most skillful members of managements will be able to judge this important facet of the candidate. One task of the employment interviewer is to discover the nature and strength of the applicant's principal needs. He must determine whether the man's job motivation will spur him to work sufficiently hard to perform his duties conscientiously and consistently.

RECRUITING

All personnel should remember that recruiting should not be a spasmodic process, but a continuous one, carefully planned to meet company needs. Olin Mathieson will recruit from any one of

several sources:

- (a) Direct application to the corporate offices in New York. If the individual is qualified for selling in the Bag Department the application would be forwarded through the proper channels to the Bag Sales Manager for further consideration.
- (b) Transfer from a different division in the company or a different department in the Frostkraft Division.
- (c) Contacts made by the various district sales managers, sales representatives or other Olin Mathieson personnel.
- (d) Direct college recruitment by the Industrial Relations Department or specifically assigned sales personnel.
- (e) Contacts with local employment agencies.

SELECTION TOOLS

The selection tools are perhaps the key to successful interviewing. If these are used correctly, the labor turn-over will be greatly reduced. The Standard Cash Register Company reduced their turnover of salesman by fifty per cent when they began to use the proper selection tools.²

1. Application Forms

The application form used by all applicants is the Olin

²Robert Zinn, Sales Management, (September 20, 1954)

Mathieson Chemical Corporation Application for Employment Form number 15188-A-354. This form is available in all district sales offices. It gives a complete history of the individual that includes his education, employment, military service, hobbies, family status, and statement of health. If time permits and the applicant has a good appearance he should be asked to fill out an application form. The interviewer would review it prior to talking to the candidate. In the event time does not permit the completing of the application form the applicant could take it home with him, fill it out at his leisure, and mail it to the interviewer. In all cases the interviewer should have reviewed the application form prior to conducting the interview. This will allow him to interview the candidate more intelligently.

2. Initial Interview

After the company executive has reviewed the application form and then feels the candidate should be investigated further, the initial interview should be conducted. Some basic question to consider in the initial interview are: (a) Is a man with experience needed at this particular time? If so, does the candidate have the required experience? (b) Is he currently earning more than Olin Mathieson is willing to pay him? (c) Has his previous work experience been satisfactory?

(d) Does he appear to have the necessary motivation to be successful? (e) Did he have a good record in college? (f) Is he married? (g) Would he or his wife object to a transfer to a different locality. These are only a few of the questions one should have in mind when interviewing sales candidates. Naturally, the individual situation will dictate many other questions which will need answering.

3. Tests

After the initial interview the Wonderlic Test is given all applicants who warrant further consideration. These tests are currently being used by many firms in industry. It is a short test of general mental ability and covers all but the highest range of ability.

The test covers arithmetic, vocabulary, and reasoning. It takes three minutes to give the instructions, twelve minutes for the testing and one minute for scoring. The important asset of this test is that the results can be gained immediately. A minimum of 30 should be scored on this test.

It is also the policy of management to give the Cline Test to the new sales trainees once they are hired. This test gives a psychological appraisal of the trainee to include his interests, motivation, and character. The individual will be given his test in Monroe, Louisiana, during his first

few days at the mill. The results of this test will assist management in judging the trainee and deciding where he should be assigned.

3. It should be further recognized by all personnel concerned that the test merely shows what an individual can do, but does not necessarily indicate what he will do. Psychologists are repeatedly cautioning the business world that tests cannot be regarded as a selection panacea. There is no "shortcut or surefire device" to replace a well conducted interview. Tests can, however, be used to improve the selection procedure. ³

4. Secondary Interview

If the applicant is to be considered further, it will, under normal circumstances, be necessary for him to wait until arrangements can be made with the Bag Sales Office. If in New York, Chicago or the Dallas District Sales Offices, it will be necessary to send the application form, plus the results of the interviews to the Bag Sales Manager in Monroe, Louisiana, for further consideration. If he feels that an

³Tests and Personal History Ratings in the Selection of Salesmen. A Survey of Management Experience and Opinion, American Management Association, New York, New York, 1941, 14

interviewer is in order, the respective offices will be notified of the date the Bag Sales Manager will be available and where, to conduct the interview. It will then be up to the district sales managers to make the arrangements.

After the Bag Sales Manager has conducted his interview he will then make his recommendation to the Product Manager of the Bag Division. Final decision will be made after this interview. The candidate will be notified within a few days of his acceptance or rejection.

5. Rating Forms

The rating form is one of the most important tools that the interviewer has to use in making his selection. The following character traits should be considered closely: Stability, Industry, Perseverance, Loyalty, Self Reliance, Congeniality, Leadership.

(a) Stability

If a person is to be considered stable they should have a history of remaining in the same line of endeavor for a minimum of three years. Some questions to consider when covering this quality are:

(1) How long has he been with his present firm? (2) Did he graduate from the same school where he started as a freshman? (3) At what stage of his study did he decide his major?

Did he often change his major? (4) Is he married? Has he been divorced? The candidate may very well have good reasons for making certain changes, but many changes in different facets of life indicate instability.

(b) Industry

The industrious person is he who perseveres without constant supervision. A person of this type will feel uncomfortable if he is not productive. In using the rating form to evaluate this character trait, these questions are but a few of those to be considered: (1) Is he a steady worker? Have there been any long periods of unemployment? (2) Did he look for a challenge in his previous job? Is he looking for a well established territory? (3) What has he accomplished other than the routine on his present job? (4) An assiduous man will stimulate others to more productivity for the company. Will the candidate do this?

(c) Loyalty

In view of the relatively small personnel group (about forty) assigned to the Bag Sales Department, loyalty is a must. Each individual should give complete loyalty not only to his fellow workers, but also to the members of management. The selfish man will not fit into the Bag Sales Department. When using the rating form, the interviewer should ask the

following questions: (1) Does he speak well of his present or former employers? (2) Does he have a seemingly good relationship with his family? (3) Does he constantly berate others or try to shift the blame to someone else?

(d) Self Reliance

The self reliant man does not look for excuses but meets and deals with each problem as it presents itself. Some helpful questions to consider when evaluating this aspect of the candidate's character are: (1) How did he find out about this job? Did he make the contact himself or was it through some type of connection? (2) Did he work while going through school? (3) Is he the sole support of his family? Great care must be taken not to bring in any but self reliant individuals. Today's highly competitive paper market demands salesmen who are strong as far as this trait is concerned.

(e) Congeniality

This is a must if the candidate is to fit into the Frostkraft organization as a productive individual. The ability to make and retain the friendship of the majority of persons, both customers and fellow-workers, with whom he comes in contact should be one of this strong points. In order to facilitate the interviewer in judging this quality

he might consider: (1) Does he speak well of associates with whom he has worked? (2) Is it easy for him to make conversation? (3) Did he participate in team sports in school or did he prefer single competition? (4) Does he belong to any social groups?

(f) Leadership

Last, far from least, is the quality of leadership for which management must be on the alert. Today's sales trainee might well be tomorrow's district sales manager or the Bag Sales Manager. He must be able to inspire the confidence of his associates and generate their trust and loyalty. Again his past record will speak for itself. If he has not demonstrated this quality in the past he is not like to evidence it in the future. The major questions when considering leadership are:

(1) If he is a veteran, did he have a responsible job in the Armed Forces or did he take pride in not assuming any responsibilities?

(2) If married, does he make any final decisions as pertaining to family life? In other words, is he the head of his own home?

(3) Did he have any positions of leadership in high school?

(4) Has he been considered successful in his leadership assignments?

The interviewer must look for this quality in all individuals hired or at some future date it will be necessary to go to other sources for management material. If the interviewer will keep in mind the seven character traits mentioned above while talking with the prospective trainee, it will enable him to gather the necessary information needed to make a more effective recommendation. This, coupled with the application forms and the test results, should prove extremely helpful, to the company in its endeavor to select the best salesman it can find. Once a decision has been made by the interviewer he can use the Applicant Appraisal Form (Table III, page 49). This will enable him to give the individual an overall rating from which management can make a decision as to whether or not they wish to continue with the interviewing.

5. Reference Check

For years individuals have followed the practice of having letters of recommendation sent to a prospective employer. This is good as far as it goes, but it does not answer the all important question: How good is the man, and what has he done to prove that he can sell?⁴

⁴Aspley, John Camerson. The Sales Manager's Handbook. 7th Ed. Chicago and London, 1956 P.671

In order to check on information given by the applicant, it is best to telephone his former employer and other references that are available. At times this may require a long distance telephone call, but it is far better to spend a few dollars to check the character of the individual and the accuracy of his information than to invest thousands of dollars in a failure that could have been prevented. To aid the interviewer in making a comprehensive telephone check the Telephone Check list in Table IV, page 51 (The McMurray Company, Std. Form No. ST-103, 1959) should be used. If this form is carefully followed it will enable the company to verify the points made during the first and secondary interviews.

CHAPTER III

ADMINISTRATION AND EVALUATION OF TRAINEE

After the sales trainee has been hired, it is necessary for the different members of Management to be familiar with the overall administration of the sales training program and how the trainee is evaluated. The trainee should also be made familiar with the administration and how he is going to be evaluated during the next six months. With this in mind, it is only natural that the manual would cover this phase prior to actually going to the Training Program itself. Chapter III of the manual covers this aspect of what the author proposes to present to Management.

ADMINISTRATION

The Bag Sales Department sales trainees are under the overall administration of the Bag Sales Manager. The salaries and expenses are charged to the Bag Sales Training Account. The annual quota for sales trainees will be determined by the Bag Sales Manager in conjunction with the Product Manager. Final selection of all trainees will be determined by the Bag Sales Manager after conferring with the Product Manager. All assignments of trainees to a territory will be made by the Bag Sales

Manager in conjunction with the District Sales Manager involved.

In so far as is possible the training and evaluation of each sales trainee will be under the direct control of the district manager to whom he is assigned. In order to enable the district sales manager to know more about the trainee assigned to him, each manager will be furnished a personal file on the trainee by the Bag Sales Office. In addition, the district manager will receive a copy of the Evaluation Reports on the trainee as well as a copy of his Progress Report. These reports will be discussed later in this chapter.

DISTRICT MANAGER RESPONSIBILITY

Each trainee will be assigned to a district sales manager. This is to foster the idea of counselor-counselee relationship. If the trainee has any questions or personal problems that might arise he would feel free to go to the district manager for discussion.

At the initial meeting of the trainees and the manager a copy of the trainee rating form should be given the newcomer. The district sales manager should thoroughly cover this form and point out that the trainee will be evaluated periodically by the heads of the different departments where he spends time during his training. These rating forms will enable the Bag Sales Manager to evaluate the progress of the trainee.

It should be pointed out that the trainee's day is not an 8:00 A.M. to 4:30 P.M. shift. He will be expected to spend additional time at the mill or manufacturing plants to increase his knowledge and understanding. This may involve working on the second or third shifts if necessary.

An informal talk should be scheduled at least once a week by the manager with the trainees. This might be done at lunch. Such a talk allows free discussion of problems that arise during the week and enables the manager to observe the trainee's progress.

Oral examinations will be given the trainee by the different department heads to see how he is assimilating information given him. Also, certain written examinations will be given prior to completion of the program.

EVALUATION REPORTS

The sales trainee will have evaluation reports made on him at the completion of the following phases:

1. Introductory Phase
2. Paper Mill Phase (I)
3. Standard Plant Phase
4. Specialty Plant Phase
5. Multiwall Plant Phase

6. Bag Sales Office Phase (I)
7. District Sales Office Phase (Inside)
8. Bag Sales Office Phase (II)
9. District Sales Office Phase (Outside)
10. Paper Mill Phase (II)

The form of the reports as well as the time when they will be prepared, the format and distribution are shown on Table V, p.53

The trainee rating form shown in Table VI, P.54 will be prepared on the trainee at the conclusion of his assignments in the following departments:

1. Paper Mill Phase I and II
2. Standard Plant Phase
3. Specialty Plant Phase
4. Multiwall Plant Phase
5. Bag Sales Office Phase I and II

DEVELOPMENT REPORTS

In addition to the above mentioned reports the district sales manager should make a development report at the conclusion of both inside and outside phases of work in the District Sales Office. The reports should indicate how well the trainee has handled his assignments, his strong points as well as his weaknesses and any comments the district sales manager might like to

make about the trainee. A general form for this report will not be printed, but the format should be followed as shown on Table VII, page 55.

PROGRESS REPORTS

Each sales trainee is to prepare an informal narrative type report on his progress. These reports will be prepared on his own time and should be submitted to the district sales manager's office for typing.

This report will be submitted monthly and will cover all phases of his training. It will be due in the hands of those concerned not later than the tenth day of the month following the one in which he has received his training. Copies of this report will be sent to the following individuals:

Original - Bag Sales Manager

1st Copy - Product Manager

2nd Copy - District Sales Manager

3rd Copy - Trainee

The purpose of this report is to keep all concerned aware of his progress in the training program and enable the trainee to give constructive criticism of the training as he sees it which will help in planning the future sales training programs. A sample of what is expected from the trainee is shown on Table VIII, page 56.

CHAPTER IV

MASTER TRAINING SCHEDULE

Thus far the proposed manual has covered the Selection of the trainee, The Administration and Evaluation of the Trainee, and now, as important as any portion of the manual, is the actual training the potential salesman will receive at the paper mill. The trainee should be thoroughly indoctrinated as to the overall administration of the program and how he will be evaluated, prior to being told what dates he will spend in the various departments. In order for all personnel concerned to know exactly what is expected, from the trainee to the Department Heads, a day by day program should be spelled out. This will eliminate any misunderstanding at some later date and also will assure the Bag Sales Manager that all individuals are receiving the same type of training.

The Master Schedule (Table IX p.58) represents a sequence of phases which will be followed in the event a trainee has not had any previous sales and/or paper experience. When an experienced man is hired, this program would be reduced in concentration and time. The duration of the program will also be determined by the trainee's readiness for a sales assignment in the

opinion of the responsible executives and the availability of an opening. Many times this opening cannot be foreseen at the time of hiring.

Nevertheless, approximately six months is the minimum period of time in which a qualified trainee could be trained to sell if the time is effectively utilized. It is by no means intended that the salesman's training be concluded at the end of the formal period. Periodic trips back to the mill will be scheduled as the individual case warrants.

INTRODUCTORY AND PROCESSING PHASE

The Introductory Phase intended to orient the trainee, should come first in all cases. It will accomplish several objectives:

1. It will enable the trainee to learn first-hand the kind of sales career for which he is being trained. He can do this by observing the sales department personnel work.
2. It will enable him to find out what a salesman must know in order to sell effectively.
3. It will enable the district sales manager and senior salesmen to know the trainee better, and to begin to evaluate his potential as a Olin Mathieson bag salesman.

The Introductory Phase is to last for ten working days. The detailed time schedule is shown on Table X, p.59.

PAPER MILL PHASE

After the trainee has had a complete tour of the facilities and has spent some time in the District Sales Office, the next logical step in his training would be to spend time in the paper mill. His time spent here will enable him to get a basic understanding of how paper is made and the technical knowledge needed to make a quality product.

Several basic questions that the trainee should keep in mind during this phase are:

1. How many machines are available to make paper?
2. What is kraft paper?
3. What are the machine limitations?
4. What is basis weight?
5. What is tensile tearing resistance?
6. What is stretch?
7. What is porosity?
8. What is sizing resistance?
9. How is wet strength water repellent paper made?

Initially the trainee will spend five working days in the paper mill and will be scheduled for five additional days later in the program. The schedule for the first five days is shown on Table XI, p. 61.

STANDARD AND KRAFT PRODUCTS PLANT PHASE

Some of the standard products are better known to the layman as grocery bags and sacks. These items amount to a great deal of tonnage in annual shipments and are the mainstays of the paper industry. The trainee should do all he possibly can to assimilate as much about this particular line as possible.

One week has been allocated to this manufacturing department. The break down of the scheduled time is shown on Table XII, p.62.

SPECIALTY PLANT PHASE

The second week in the converting department will be spent in the specialty plant. The trainee should endeavor to learn all that he can about the machines, their limitations and why these machines have particular limitations. This will enable him to solicit the type of business desired by this plant when he is assigned to his territory. It will eliminate useless calls on firms whose use of specialty bags are beyond the Olin Mathieson specialty machine capabilities. The trainees time and how it is to be spent is shown on Table XIII, p. 63.

MULTIWALL PLANT PHASE

Multiwall bags are the backbone of the Bag Sales Department profit. They consume more tonnage and are more profitable to make than the other items of manufacture. There are many different aspects with which a sales representative must be familiar if he

is to be successful in selling multiwall bags. A few of the basic fundamentals are:

1. Advantages and Disadvantages of sewn bags.
2. Advantages and Disadvantages of sewn open mouth bags.
3. Advantages and Disadvantages of sewn valve bags.
4. Advantages and Disadvantages of pasted valve bags.
5. The multiwall conversion table.
6. Converting of textil bag capacities into multiwall bag capacities.
7. Information on all new accounts needed to service them properly.
8. Causes of breakage of multiwall bags.
9. Familiarity with water vapor permeability and water resistance testing of specialty papers.
10. Familiarity with the different types of thread and their physical properties.
11. Knowledge of the structure and properties of paper.
12. The effect of relative humidity on paper and bag strength.
13. The dimension stability of paper and humidity.
14. The effects of elevated temperature on multiwall bags.
15. Familiarity with comparison of moisture and grease barrier papers.

These are only a few fundamentals to be considered. Additional questions will be covered in the Technical Department later in the training program. (see Table XIV, p. 64)

BAG SALES OFFICE PHASE (Inside)

The trainee will now have a basic idea of how the various types of bags are made in the manufacturing department. If possible he will have had the opportunity to pick up an order in each of the departments and follow it from the Bag Sales Office through the manufacturing and shipping departments. He should realize the importance of having all of the correct information as the manufacturing department cannot successfully complete orders with only vague instructions. It is now time for him to see how these orders are received in the Bag Sales Department, how they are checked, written up, and processed for manufacturing.

In addition to this the sales trainee will learn how to price all of the bags manufactured by Olin Mathieson in the Bag Sales Department. A careful breakdown of how his time is to be spent is shown on Table IV, p. 66.

DISTRICT SALES OFFICE PHASE (Inside)

The District Sales Office Phase of the program is the foundation of the trainees education as a salesman. He has been given some of the rudimentary company procedures in the Bag Sales Office, but now he will have an opportunity to put them into practice. How the trainee is taught in this phase is perhaps as important as what he is taught. Some suggested recommendations for the Sales Managers to consider are:

1. See that the trainee knows what is going on and why.
Let him sit in on district meetings, read correspondence and listen to discussion.
2. Give him an actual job to do while in the district. If a problem is assigned him, let it be a real one.
3. Coach the trainee personally and encourage the experienced salesmen to do likewise. No less than one informal talk weekly should be held with the trainee by the Sales Manager to determine progress. TEST his knowledge of what he should have learned.
4. Do not delegate the responsibility for the man's training to someone else in the office.
5. Do not use the trainee as an errand boy.
6. Do not permit him to observe longer than is actually needed. He should learn by doing.

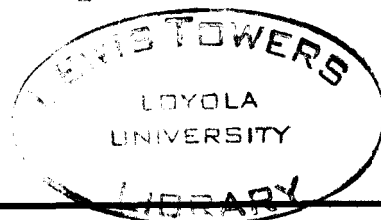
The actual breakdown of how the four weeks in the District Office is to be spent will be at the jurisdiction of the District Sales Manager. There are too many intangibles to tell just how the time is to be spent. Each case will be dictated by the individual and the circumstances. If business conditions permit, it is urged that the trainee be given experience in the standard, specialty, and multiwall phases of the office work.

TECHNICAL DEPARTMENT PHASE

In Chapter I it was mentioned that the sales representatives made several suggestions as to points that should be covered by the training program. Olin Mathieson does not manufacture bag packing equipment, sewing machines, or conveyor equipment, but it does have working arrangements for securing equipment, from several different companies. While the trainee is in the Technical Department he will learn about this type of equipment and should be familiar with the capabilities and limitations when he has completed this phase.

If at all possible the Technical Department should make arrangements for the trainee to see some of this equipment in various non-company locations. Liaison work in this matter would be done with the Southern District in Monroe, Louisiana.

Olin Mathieson has the Adams Paper Converting Company which is located in Monroe, Louisiana, do a great deal of the laminating of polyethylene or asphalt to kraft paper. Arrangements should be made to permit the trainee to spend a day in the plant of this particular firm. The trip should be planned so that the Adams manufacturing machines will be scheduled to run all day prior to sending the trainee. In some cases it may be necessary to pull the trainee from another phase of his training in order to do this. See Table XVI, p. 68.



CREDIT DEPARTMENT PHASE

The basic aim of the Bag Sales Department is to sell a quality product and make a profit for the parent corporation. In order to do this a close credit control on all sales must be maintained to reduce the bag debt expense. It is necessary that all trainees spend a minimum of two days in the Credit Department to gain a basic knowledge of how this department works. A breakdown of how the time is to be spent is shown in Table XVII, p.69.

ART, MARKET RESEARCH, AND SALES

PROMOTION DEPARTMENTS PHASE

These three departments are not under the direct control of the Bag Sales Manager, but are a part of the Forest Products Division. Since the departments work very closely together, the training can be combined.

The sales trainee should become familiar with how the Market Research Department supports the sales force in its functions. He should know just how the recommendations of this department fit into the overall marketing pattern of the Bag Sales Department.

The Sales Promotion Department also works very closely with the Bag Sales Department. A great deal of material is available from this department for the use of the local salesman in his territory. In addition the trainee should know what type of support he can expect from the Olin Mathieson head office.

The Art Department is one of the finest in the packaging field today. The trainee should become acquainted with the personnel of this department and find out just what they can do for him in the way of support, once he is assigned to his territory. A breakdown of the time schedule is given in Table XVIII, p.70.

TRAFFIC DEPARTMENT

The scheduling of shipments, once the order has been received, requires prior planning. Rail or truck companies must be called, inter-state commerce regulations, must be followed, and freight rates must be compared. The trainee should be familiar with this department, its functions, and its problems. The training time schedule is found in Table XIX, P.71.

BAG SALES DEPARTMENT (Phase II)

After completing training in the various departments mentioned above, the trainee will begin the second phase in the Bag Sales Department. By this time he should be familiar with the procedures used by the Bag Sales Department. The three weeks during this phase will be spent in the different departments, processing orders, following up complaints, and working as a pricing clerk. It is expected that by the end of the three week period the trainee will be able to price any bag given him,

including all standard, specialty and multiwall bags. The training time schedule is shown in Table XI, p. 72.

PAPER MILL PHASE (II)

The first week spent in the paper mill should have acquainted the trainee with the basic paper manufacturing procedure. As this would be, in most cases, entirely new to him, he could probably assimilate only an over-all impression of the many manufacturing operations. A number of things observed, might not have any meaning for the trainee until more basic knowledge was accumulated. The second week in the mill would be spent going over and observing many of the same things covered in the first phase of the paper mill training. This time, he should have many questions he will want answered concerning paper and bag manufacturing. The basic breakdown of his time is shown in Table XXI page 73.

MULTIWALL, SPECIALTY AND STANDARD PRODUCTS (PHASE II)

A three day review is now in order for the trainee before he goes to the District Sales Office for his outside phase.

One day will be spent in each department. He should know best by this time where his time should be spent.

DISTRICT SALES OFFICE (OUTSIDE)

This phase will be designed to give the trainee as much

practice as possible in all of the duties of a bag salesman by sending the trainee along with a senior salesman in a specific territory. These will include selling, pricing, sales estimates, bag specifications, reports, credit, and expense control. At the completion of a certain period, say one week, the trainee would then travel with another salesman. This way he would become acquainted with the methods used by different salesmen and could thus develop a method which is best in his own sales presentation.

If the sales manager feels that the trainee has made good progress he might consider sending the trainee out along for a day or two and have him call on some of the local prospects. This should be strictly controlled, but could definitely give the trainee valuable experience. The sales manager might consider the possibility of using the trainee as his assistant for a week. This would enable him to see management's side of the picture. On occasion orders are submitted by salesmen that are not profitable for various reasons. Having this explained to him through actual cases might eliminate this problem from arising in the future when he is assigned.

The trainee should realize that the salesmen's work is not always on the outside. He has many inside functions, too. While the trainee is with a salesman he should have the following inside duties:

1. Mail

- a. Read all mail, including sales orders, change notices and pricing quotations pertaining to the local territory and sales district.
- b. Handle routine matter if for some reason the salesmen are not in the office. This is done under the supervision of the sales service manager.
- c. Notify district sales manager or salesman if a complaint of an emergency nature arises.

2. Inside Follow Up**a. Bag Sales Office**

- (1) Verify promised shipping dates
- (2) Advise customers of shipping date

b. Art Department

Acknowledge receipt of art work for customer

c. Figure prices.

The general outside sales duties a trainee could handle would be:

1. Customers

- (a) Deliver sample bags and art work for approval
- (b) Small complaints
 - (1) Acknowledge complaint, write up
 - (2) Secure sample
 - (3) Make no commitment

c. Call on small customers at salesman's request only.

Discuss change in bag size, change in design, new products.

2. Prospects

a. Check on previous inquiries to find out status.

b. Look for new business

(1) Yellow book from telephone company

(2) Office Files

(3) Salesmen's suggestions

(4) Local state industrial guide

(5) Local marketing outlets

3. Attend trade shows with salesman. Have specific assignment there.

The formal portion of the training manual will end at this point. It should again be pointed out, however, that the overall training will not end here. Once the salesman is assigned to the territory he should work with the District Sales Manager, Senior Salesman, and the Technical Representative as closely as possible. With the proper attitude he will find these people more than willing to extend him any assistance needed.

CONCLUSION

CHAPTER V

How does this program compare in length and content with others in the industry today. As has been previously mentioned, the International Paper Company has a program that lasts for approximately 24 months before the individual is assigned as a junior salesman. Three months of this time is spent at the paper mill learning the paper making process, two months at the home office learning procedures, and then seven months are spent visiting a number of their twenty one plants and thirty converting operations. After this they are given their choice of divisions as far as permanent assignment is concerned. They will spend the remainder of their time working as a sales correspondent or pricing clerk in this department prior to assignment as a salesman.

A program such as this is fine for a firm as large as the International Paper Company, but would not be applicable to Olin Mathieson due to the fact that there is but one mill and two converting plants both of which are located in Monroe, Louisiana. It should also be kept in mind that the trainee is hired by the Bag Sales Department and his training is slanted in this

direction from his first day in the program.

Even more important than this is the possibility that a man could easily spend too much time in routine matters such as pricing or writing up orders where he actually could be out on the road selling. A potential salesman will never get any better training than to go out and actually make calls. Naturally this is done only after he has spent his six months in the training program where he is given a good foundation.

The author's ideas in the proceeding paragraph are supported by the fact that the Union Bag Company and the St. Regis Paper Company both have formalized training programs that last for approximately six months. Union has a formalized program that lasts approximately sixteen weeks after which the trainee spends several months on the desk and with sales representatives before being assigned. St. Regis has their trainees spend three months in the mill phase and three months as a correspondent prior to sending them out as a salesman.

The Gilman Paper Company does not have a formal sales training program, but prefers to hire trained salesmen from competitors in the industry. Their training expenses are thus held to a minimum, but their salaries are somewhat higher than the average in the industry.

The Bemis Bag Company has a training program of approximately three months before the trainee is assigned as a cub

salesman with some small accounts. Half of this time is spent in class room instruction with regulated tours through the plants, and the second portion is spent as a sales correspondent. Actually, this is the minimum time before a man is assigned. In many cases the man may spend a total of three to six months before assignment.

In all cases, as will also be true with the Olin Mathieson Bag Sales Department, assignments will be made with two main points in mind; first, whether the man is mature and ready for assignment; and second, whether there is a territory open. Depending upon the individual circumstances a man could be accelerated in some cases and assigned early if there was a need or he could be assigned several months after the formalized portion of the training program was completed.

In conclusion, the foregoing proposed sales training manual has, in general, presented the type of sales orientation program needed by the trainee in the Bag Sales Department of the Olin Mathieson Chemical Corporation. A great deal of money is invested in each man, in order that he be thoroughly prepared to become a productive sales representative as soon as possible after entering a territory. This theory is best illustrated by the fact that the man who is the best organized and has the most completely prepared and thought-out sales presentation, is, in

most instances, the one that closes the most sales in his favor.

The initial company investment per man will undoubtedly be higher with such a planned program, but each man would be more likely to be successful sooner and the overall morale of new salesmen would be higher.

The writer believes very strongly in such formalized sales training programs, and feels there is too much margin for error in the catch-as-catch-can type of program. This is probably the reason such a large number of major companies today have established formalized programs.

QUESTIONNAIRE SENT TO SALES REPRESENTATIVES OF
OLIN MATHIESON BAG SALES DEPARTMENT

To : All Sales Personnel cc: Bag Sales Manager
From : V. R. Hoskam District Sales Managers
Subject: Sales Training Manual District Sales Serv. "

As of this writing the Bag Sales Department does not have a formal Sales Training Program. In order to get as many ideas as possible the proposed outline and questionnaire is being sent to all sales personnel. The ideas submitted will then be consolidated, discussed, and if approved, incorporated into a sales training manual.

For purposes of this program let us assume that the future sales trainees have completed their educational and military obligations, but have had a minimum of sales and paper experience. This does not necessarily reflect our current policy, but the program could be easily adjusted if experienced personnel were hired.

It would be appreciated if all personnel would review the outline and answer the questions listed below:

1. How long do you feel the Training Program should last?
2. Salesmen should indicate how long a Trainee should spend in each Department listed in Paragraph Four (IV) of the proposed outline. Please mark each item as to length of time.
3. What should be included that has been left out of this outline.
4. Comments -

You will notice on the proposed Sales Training Outline, Chapter IV, Paragraphs A through O, that there is ample space for your comments as far as length of time is concerned. Please use this sheet when making your recommendations as to the length of time that the trainee should spend in each phase;

After you have completed these forms and made your recommendations, please return them to the Central District Office.

Thank you for your time in this matter.

TABLE I (continued)

PROPOSED OUTLINE FOR OLIN MATHIESON CHEMICAL CORPORATION
BAG SALES TRAINING MANUAL

I. General Information

A. Purpose of Training Program

B. Method of Gathering Information and Opinions Used in
Manual.

II. Selection

A. Steps

1. Recruiting
2. Screening Interviews
3. Application Forms
4. Personnel Tests
5. Secondary Interviews

B. Standards

1. Appearance
2. Age
3. Experience
4. Education
5. Motivation
6. Physical Condition

C. Selection Tools

1. Application Forms

TABLE I (continued)

PROPOSED OUTLINE FOR OLIN MATHIESON CHEMICAL CORPORATION
BAG SALES TRAINING MANUAL

2. Tests
3. Rating Forms
4. Reference Check
 - (a) Personal
 - (b) Letters
 - (c) Telephone

III. Evaluation of Trainee

- A. District Manager Responsibility
- B. Evaluation Reports
- C. Progress Reports by Trainee
- D. Development Reports

IV. Master Training Work Schedule¹

- A. Introductory and Processing Phase
- B. Paper Mill Phase
- C. Kraft and Standard Products Plant Phase
- D. Specialty Plant Phase
- E. Multiwall Plant Phase

¹ Items IV, A-F, H-N will have a daily and hourly breakdown of how the trainees time is to be spent.

TABLE I (continued)
PROPOSED SALES TRAINING MANUAL OUTLINE

- F. Bag Sales Office Phase (I)
 - G. District Sales Office Phase 2
 - H. Technical Department Phase
 - 1. Quality Control
 - 2. Research Department
 - I. Plate Making Department Phase
 - J. Bag Sales Office Phase (II)
 - K. Credit Department Phase
 - L. Art Department Phase
 - M. Traffic Department Phase
 - N. Market Research & Sales Promotion Department Phase
 - O. Outside Sales Phase
- V. Summary

TABLE II

RESULTS OF QUESTIONNAIRE TO SALES REPRESENTATIVES
ASKING THE FOLLOWING QUESTION:
HOW LONG DO YOU FEEL THAT THE SALES
TRAINING PROGRAM SHOULD LAST?

<u>Length of Time in Weeks</u>	<u>Persons Making Recommendation</u>
4 Weeks	1
6 Weeks	1
8 Weeks	1
9 Weeks	1
12 Weeks	3
15 Weeks	1
24 Weeks	2
26 Weeks	4
32 Weeks	2
40 Weeks	1
52 Weeks	1
104 Weeks	1
156 Weeks	1

TABLE III
APPLICANT APPRAISAL FORM

Applicant's Name: _____ Date: _____

Position: (1) _____ (2) _____

GENERAL INFORMATION

SUPERIOR

GOOD

AVERAGE

POOR

Appearance

Educational Requirements

Intelligence Tests

Knowledge of Product

Physical Condition

CHARACTER TRAITS

Stability

Industry

Perseverance

Congeniality

Loyalty

Self-Reliance

Leadership

TABLE III (continued)

APPLICANT APPRAISAL FORM

PERSONAL CHARACTERISTICS (Please circle as applicable)

Poise and Manner:	Confident	Average	Overbearing
Maturity:	Unusual	Average	Not Satisfactory
Personality:	Excellent	Good	Poor
	Dominant	Strong	Passive
	Loud	Average	Colorless

The strong points of this applicant are: _____

The weak points of this applicant are: _____

OVERALL RATING:

Outstanding _____

Good _____

Average _____

Poor _____

RECOMMENDATION

Employment	Yes	No
Further Interviews	Yes	No

Signed _____

Title _____

Location _____

TABLE IV

BAG SALES DEPARTMENT TELEPHONE CHECK ON SALES APPLICANT

Name of Applicant: _____

Person Contacted: _____

Position: _____

Company: _____

Telephone: _____

1. We wish to verify some information given to us by Mr. (Applicant) who has applied for a position with our firm. Do you remember him? What were the dates of his employment with your company? _____
2. What was he doing when he started? _____
What was he doing when he left? _____
3. He says he was earning \$ _____
Is that correct? _____
4. How much of this was salary? _____
How much was commission? \$ _____
5. Was he regular in his work? _____
6. What type of selling did he do? _____
7. How did his sales results compare with others? _____

8. Did he supervise anyone else? _____
if so, how many? _____
9. How closely did you have to watch him? _____
10. Was he a hard worker? _____
11. Did he get along with others? _____
12. Did he like selling? _____

TABLE IV (continued)

13. Did he get along with his superiors? _____
14. Why did he leave? _____
15. Would you rehire him? _____
- If not, why not? _____
16. Did he have domestic or family trouble that interfered
with his work? _____
17. Did he drink excessively or gamble? _____
18. What are his strong points? _____
19. What are his weak points? _____
20. What is your overall recommendation? _____

Checked by: _____ Date: _____

TABLE V

EVALUATION REPORTS

<u>FORM OF REPORT</u>	<u>REPORT DUE AFTER</u>	<u>REPORTS MADE BY</u>	<u>DISTRIBUTION</u>
Informal Memo Bag Sales Mgr.	Intro. Phase	Dist. Mgr.	All Reports made to the Bag Sales Mgr. with a copy to the Dist. Sales Mgr. and the Trainee
Trainee Rating Report Form	Paper Mill Phase	Mill Supt.	"
Trainee Rating Report Form	Standard Plant Phase	Plant Mgr.	"
Trainee Rating Report Form	Specialty Plant Phase	Plant Mgr.	"
Trainee Rating Report Form	Multiwall Plant Phase	Plant Mgr.	"
Trainee Rating Report Form	Sales Office Phase I	Office Mgr. Sales Svc. Mgr.	"
Development Report	Sales Office Inside	Dist. Mgr.	"
Trainee Rating Report Form	Sales Office Phase II	Office Mgr. Sales Svc. Mgr.	"
Development Report	Sales Office Outside	Dist. Mgr.	"

TABLE VI

TRAINER RATING FORM

Person to be Rated: _____ Date: _____ Rated by: _____

QUALITIES	ONE	TWO	THREE	FOUR
ATTITUDE	Pessimistic. Thinks only of self.	Cooperates when it will be helpful to him.	Never depressing Usually cooperates	Always willing to help. Radiates good feeling.
DEPENDABILITY	Often disap- points	Has to be followed up.	Usually reliable.	Justified implicit confidence in work.
SELF-CONFIDENCE	Never feels he can do the task	Often doubts own ability but goes ahead and does it.	Believes in own ability	Utmost confidence in own ability.
INITIATIVE	Waits to be told.	Fairly aggressive	Occasionally creates and develops ideas	Drive. Puts forth new ideas. Looks for more work.
ADAPTABILITY	Hates to change plans	Trouble adjusting	Little trouble in meeting new problem	Adjusts easily
THOROUGHNESS	Superficial	Begins job without obtaining all facts	Occasionally in- complete	Very thorough

This entire report has been explained to me and I would like to make the following
comments: _____

SIGNED, TRAINEE: _____

TRAINEE'S PRE SALES DEVELOPMENT REPORT

Name of Trainee _____ Date _____

District Sales Office Phase: (Circle one) Inside Outside

1. Trainee _____ handled his assignments while
in the _____ District in the following manner:

Superior _____

Excellent _____

Average _____

Unsatisfactory _____

2. His main weaknesses are: _____

3. The following steps were taken to correct these weaknesses:

4. His main strong points are: _____

5. The following steps were taken to strengthen these points:

6. I (would, would not) want this trainee, upon completion of
his training to be assigned in my district.

7. Comments: _____

District Sales Manager

TABLE VIII

To M. H. Smith At Monroe, La. Date May 8, 1960
From V. R. Roskam At Monroe, La. Copy to J. Peat
Subject Sales Training Progress Report #4 C. Campbell

On April 29, 1960, I completed the Multiwall Plant Phase of my training that began on April 1, 1960.

This multiwall phase is both desirable and helpful to the trainees. It presented a welcome opportunity for me to meet and talk to some of our management people in the manufacturing phase, and get an idea of what their responsibilities are in this particular department.

All phases of the manufacturing operation were extremely interesting as this was entirely new to me other than my tour through the plant several months ago.

During my initial few days in the District Sales Office before coming to Monroe, Mr. Campbell emphasized the need for volume accounts. He explained the up-charge that must be charged on a small (10,000) Multi-wall bag order as compared to a large (100,000) bag order. During this plant Phase I had the opportunity to observe several of the Multi-wall tubers being changed over. This certainly made his statement clear to me. I can now see that a great deal of time and effort goes into each change.

It was also extremely interesting for me to know the advantage of a customer having a number of bags of the same basix design. Actually, if only minor changes are made on the plates a great deal of set up time can be saved the printing department. As a result this savings in time and labor can be passed on to the customer for a minimum printing run.

Mr. McBowell emphasized to the trainee the need for writing all orders clearly and concisely when in the field. Only when these orders are written up correctly is there assurance that an order will not be "busted".

All personnel with whom I came in contact were extremely helpful and volunteered more information than I could assimilate.

TABLE VIII (continued)

Prior to being assigned a territory, if it could be arranged, I would like to spend at least two more days in the Multiwall Department.

Signature of Trainee

TABLE IX

BAG SALES DEPARTMENT MASTER TRAINING SCHEDULE

PHASE	WORKING DAYS	WEEKS
1. Introductory	10	2
2. Paper Mill (I)	5	1
3. Standard Bag. Kraft Products	5	1
4. Specialty Bag	5	1
5. Multiwall Bag	10	2
6. Bag Sales Office (I)	15	3
7. District Sales Office (Inside)	20	4
8. Technical Department	5	1
9. Credit Department	2	2/5
10. Art, Market Research, Sales Promotion	3	3/5
11. Traffic Department	1	1/5
12. Bag Sales Office (II)	15	3
13. Paper Mill (II)	5	1
14. Multiwall, Specialty, Standard Products Review	3	3/5
15. District Sales Office (Outside)	<u>20</u>	<u>4</u>
	124	24-4/5

TABLE X

INTRODUCTORY PHASE

TIME: TEN DAYS

FIRST WEEK:

Monday : The trainee should report to the Bag Sales Manager. In event the Bag Sales Manager is out of town his secretary will make the arrangements for the trainee to be processed at the Employee Relations Department.

After the trainee has been processed he will be introduced to the various members of the Bag Sales Department staff. He should be given a Sales Training manual and told to read it thoroughly.

Tuesday : The morning to be spent with the Bag Sales Department Office Manager. The afternoon will be equally divided between the Standard Products Sales Service Manager and the Multiwall and Specialty Sales Service Manager. These individuals should thoroughly explain the operation of their particular department. At this time the trainee should be given the Standard Price Book, the Multiwall Price Book, the Specialty Price Book, and the Technical Manual.

Wednesday: Trainee should report to the Southern District Sales Manager and receive a thorough briefing on the responsibility of a district sales office. On completion of this orientation, arrangements will be made for a tour through the Paper Mill. This tour will be of a relatively short duration since the trainee will be spending more time there later in the program.

In the afternoon the trainee will report to the Superintendent of Manufacturing for a tour through the Standard Bag Plant, the Specialty Plant, and the Multiwall Bag Plant.

Thursday: Trainee should report directly to the Southern District Sales Service Manager, and spend the entire day with him to learn the importance of cooperation

TABLE X (continued)

INTRODUCTORY PHASE

TIME: TEN DAYS

between the District and the Bag Sales Offices. At this time copies of the various office forms used should be given the trainee to look over and discuss their use.

Friday : The trainee should accompany a sales representative on his solicitation calls or complaint calls. The District Sales Manager may have to exercise judgment in scheduling the trainee by not sending him on calls where his presence might prove a liability.

SECOND WEEK:

Monday through Friday: The trainee should accompany sales representatives on calls during the entire week. The District Manager should try to schedule the trainees with as many different representatives as possible. He should also have the representatives try to call on as many different types of accounts as possible if it will not hinder the overall coverage of the territory.

The District Manager should try to schedule from thirty minutes to one hour at the end of the week to discuss the introductory phase of the training program. The trainee should be prepared to give his general comments on the introductory phase and what he thinks about his decision to join the Olin Mathieson Bag Sales Department.

TABLE XI

PAPER MILL PHASE

TIME: FIVE DAYS

- Monday :** Trainee should report directly to the Paper Mill Superintendent. The Superintendent will brief the trainee on the general mill operation. The trainee should accompany the Mill Superintendent the entire day to observe the responsibilities of this individual and to learn of the need for coordination and cooperation.
- Tuesday :** The entire day should be spent in the Manufacturing Department observing paper making machines in operation. Trainee should rotate his time between each of the four machines.
- Wednesday:** The day should be spent in the Research Laboratory at the Paper Mill. He should observe the testing of paper.
- Thursday :** On this day the Production Control Department should be visited. Follow through orders from the Sales Department. Study scheduling and observe the work flow through this department. Attend production control meetings if possible.
- Friday :** Morning spent in the shipping department. Trace the process of orders as they go through the mill shipping department. Observe the preparation of box cars for shipment and car bracing where necessary. An appointment should be made with the Mill Superintendent to discuss the week's training and to ask any pertinent questions.

TABLE XII

STANDARD AND KRAFT PRODUCTS PLANT PHASE

TIME: FIVE DAYS

- Monday** : Report to the Plant Superintendent at the beginning of the day. After an initial indoctrination the trainee should accompany the Superintendent for the entire day.
- Tuesday** : Trainee should report to the Plate Making Department. After initial orientation by the Plate Department Manager the trainee should spend the remainder of the day with various members of this department.
- Wednesday**: Spend the day observing standard bags and sacks being run. If bags are printed, observe machines set up to do this.
- Thursday** : Pick up an order from the Standard Products Sales Service Manager and follow it through the Standard Production Department.
- Friday** : Accompany quality control inspectors on the various machines during the entire day.

TABLE XIII

SPECIALTY PLANT PHASE

TIME: FIVE DAYS

- Monday** : Report to the Plant Superintendent at the beginning of the day. After introductions, the trainee should accompany the Plant Superintendent for the rest of the day.
- Tuesday** : Spend the morning in the Scheduling Department. For the remainder of the day, observe machines number 44.47 and 50. Watch operators make set ups and necessary changes. Learn Machine limitation.
- Wednesday**: Pick up an order from the Specialty Sales Service Manager and follow it through the Production Department.
- Thursday** : Spend the day observing machines number 45, 46, 48, and 49 in operation.
- Friday** : Accompany quality control inspectors. Observe closely the method by which all bags are inspected continuously.

TABLE XIV

MULTI-WALL PLANT PHASE

TIME: TWO WEEKS

FIRST WEEK:

- Monday** : Report to the Plant Superintendent at the beginning of the day. After a general orientation and tour, accompany him the entire day. Attend all meetings possible, not only the first day, but throughout the two week period.
- Tuesday** : Spend the day in the Scheduling Department to see how orders are handled after they leave the Bag Sales Office.
- Wednesday**: Report to the Printing Department Superintendent. The day should be spent on the Diene and Flexographic presses to see how these machines are set up and run.
- Thursday** : The trainee should spend the day on the Multi-Wall tubing machine. Time should be equally divided between the operating and inspecting Personnel.
- Friday** : The trainee should spend the day on the multi-wall tubing machine. Time should be equally divided between the operating and inspecting personnel.

SECOND WEEK:

- Monday** : The day should be spent in the Sewing Department, learning how to measure all types of valves, learning their particular uses, and learning the characteristics of different types of thread.
- Tuesday** : Trainee should observe stepped-end bags being manufactured. He should know how pasted and stepped-end valves are made, and advantages of both.
- Wednesday**: Observe pasted valve and or pasted open mouth bags being manufactured.
- Thursday** : Observe paste being made. Note advantages of different types.
- Friday** : Review. Oral examination conducted by Bag Sales

TABLE XIV (continued)

MULTI-WALL PLANT PHASE

TIME: TWO WEEKS

Friday : Manager (or representative) and Manufacturing Department Superintendent.

TABLE XV

BAG SALES OFFICE (PHASE I)

TIME: THREE WEEKS

FIRST WEEK:

- Monday** : Report to Standard Sales Service Manager. Instruction in pricing will be given trainee. After preliminary instruction, trainee will spend the remainder of the day with the Standard Sales Order Clerk.
- Tuesday** : Trainee will spend the day figuring price on standard products orders. Standard Products Sales Service Manager will give trainee problems to work.
- Wednesday**: Trainee will spend time checking prices and processing orders that come in from the District Sales Offices.
- Thursday** : Trainee will spend the day checking prices on standard product orders that are received from the District Sales Offices.
- Friday** : Trainee will be asked to write up standard products orders received by wire from districts.

SECOND WEEK:

- Monday** : Report to Multiwall Sales Service Manager. Instruction will be given on pricing. The remainder of the day will be spent with the Multiwall Pricing Clerk.
- Tuesday** : Entire day will be spent with the Multiwall Pricing Clerk. The trainee will be given samples of pricing sheets to study.
- Wednesday**: Trainee will be given sewn open mouth multiwall bags to measure and weigh. He should figure prices on these bags and have them checked by the Sales Service Manager and Pricing Clerk.
- Thursday** : Trainee will measure, weigh and figure prices of sewn valve bags in the morning, and pasted valve bags in the afternoon.

TABLE XV (continued)

BAG SALES OFFICE (PHASE I)

TIME: THREE WEEKS

Friday : The day will be spent measuring, weighing and figuring prices of pasted open mouth bags and stepped end bags.

THIRD WEEK:

Monday : Report to Specialty Sales Service Manager. Instruction in pricing will be given trainee. After preliminary instruction, trainee will spend the remainder of the day with the Specialty Sales Order Clerk.

Tuesday : Trainee will spend the day figuring prices on specialty order of ice bags. Specialty Products Sales Service Manager will give trainee problems to work.

Wednesday: Trainee will be given potato bags to measure, weigh and then figure prices.

Thursday : Trainee will measure, weigh and then figure prices on coal bags.

Friday : Trainee will review standard, specialty and multi-wall pricing procedures. A written quiz will be given by the Sales Service Manager and the results sent to the Bag Sales Manager.

TABLE XVI

TECHNICAL DEPARTMENT PHASE

TIME: FIVE DAYS

- Monday :** Report directly to Technical Department Manager. After a review of the responsibilities of the Department, the trainee should accompany the Manager or his assistant for the remainder of the day.
- Tuesday :** Trainee should be briefed on working arrangements with bag equipment, scale and conveyor equipment manufacturers. Advantages and limitations of equipment should be thoroughly covered.
- Wednesday:** Trainee should go to Adams Paper Converting for the day to see how special sheets are manufactured.
- Thursday :** Review Technical Manual with members of department. Trainee should have have an opportunity to discuss the manual.
- Friday :** Review for examination in the morning. Take oral examination in the afternoon, to be conducted by Bag Sales Manager and Technical Department Manager.

CREDIT DEPARTMENT PHASE

TIME: TWO DAYS

- Monday** : Report directly to Credit Manager. The following should be explained: (1) Purpose of credit training (2) Why business is done on credit (3) Terms of payment and discounts (4) Secured and unsecured credits (5) The necessity of credit checks. The trainee should also review the salesman's credit request forms, inspect the Dun and Bradstreet reference book and fully understand its use, and look over the credit files of various accounts.
- Tuesday** : The trainee should investigate the history, standing in industry and paying habits of customers, using the rating agencies and other information available to the Credit Department. He should also analyze financial statements and discuss results of this analysis with Credit Manager.

TABLE XVIII

MARKET RESEARCH-SALES PROMOTION-ART DEPARTMENT PHASE

TIME: THREE DAYS

- Wednesday:** Trainee should report directly to the Manager of the Art Department. The importance of sending in properly filled in art requests should be emphasized. The artists can only work from submitted details. The trainee should realize the importance of allowing the proper amount of time between the time the request is made and the time it is completed. The Art Department serves not only the Bag Department, but also the Corrugated and Carton Departments. After being properly oriented the trainee should spend the remainder of the day with a member of the Art Department staff to see exactly what they are capable of submitting. He should also go over some completed art work.
- Thursday :** The sales trainee should know how the Market Research Department supports the sales force in its functions. The entire day should be spent with the Market Research Manager and his staff reviewing how they get their information and of what value it will be to the sales representative and his territory. Many important points of how to find prospects and future customers can be learned here by the alert trainee.
- Friday :** The Sales Promotion Department works very closely with the Bag Sales Department. The trainee should become acquainted with the material that is available to him in the local territory as well as what will be coming out in the future. Trainee should know exactly what promotional material the Forest Products Division has, and what type of support the corporate structure gives the Bag Sales Department.

TABLE XIX

TRAFFIC DEPARTMENT PHASE

TIME: ONE DAY

Trainees should report directly to the Traffic Manager. Traffic Manager should point out the importance of proper scheduling, and advantages of rail, truck, and piggy back shipments with a definite emphasis on which is better for Olin Mathieson. He should point out the importance of interstate commerce regulations and how they apply to the paper industry.

At the end of this discussion the trainees should be introduced to the various rate clerks and should spend the remainder of the day with one of them observing how orders are handled in this department.

TABLE XX

BAG SALES OFFICE (PHASE II)

TIME: THREE WEEKS

- First Week :** Trainee will spend the entire week acting as the Standard Bag Pricing Clerk or in any other capacity that the Sales Service Manager feels will be of benefit to the trainee. Standard Pricing Clerk will supervise all of this phase of training with the Sales Service Manager. The trainee may be used as assistant to the Sales Service Manager.
- Second Week:** Trainee will spend the entire week acting as the Multi-wall Pricing Clerk or in any other capacity that the Sales Service Manager feels will be of benefit to the trainee. The trainee may be used as Assistant to the Sales Service Manager.
- Third Week :** Trainee will spend the entire week acting as the Specialty Bag Pricing Clerk or in any other capacity the Sales Service Manager feels will be of benefit to the trainee. He may continue acting as Assistant to the Sales Service Manager.

TABLE XXII

PAPER MILL PHASE II

TIME: FIVE DAYS

- Monday :** The entire day should be spent in the Manufacturing Department observing paper making machines in operation. Trainee should rotate his time between each of the four machines.
- Tuesday :** The entire day should be spent in the Manufacturing Department observing paper making machines in operation. Trainee should rotate his time between each of the four machines.
- Wednesday:** The trainee should actually conduct the tests done by the Research Laboratory under the supervision of the Laboratory personnel.
- Thursday :** Trainee should report to the Production Control Department and review all phases not clear to him. Attend meetings if possible.
- Friday :** Morning spent in the shipping department. Trace the process of orders as they go through the mill shipping department. Observe the preparation of box cars for shipment and car bracing where necessary. An appointment should be made with the Mill Superintendent to discuss the week's training and to ask any pertinent questions.

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APPROVAL SHEET

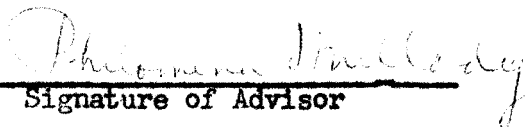
The thesis submitted by Verlyn Ronald Roskam has been read and approved by three members of the faculty of the Institute of Social and Industrial Relations.

The final copies have been examined by the director of the thesis and the signature which appears below verifies the fact that any necessary changes have been incorporated and that the thesis is now given final approval with reference to content, form, and mechanical accuracy.

The thesis is therefore accepted in partial fulfillment of the requirements for the Degree of Master of Social and Industrial Relations.

June 1, 1960

Date



Signature of Advisor